	Action Item	Natural Resources & Open Space	Cultural & Historic Resources	Land Use & Zoning	Housing & Neighbor-hoods	Economic Development	Transportation & Pedestrian Circulation	Community Facilities & Services	Governance
1	Evaluate the needs, options, and feasibility of renovating and expanding Town Hall.		X					x	
2	Establish an Economic Development Committee.					X			
3	Identify and charge a responsible party for oversight of all plans developed for boards and committees for consistency with the vision and goals of this Comprehensive Master Plan.	x	x	x	x	x	x	x	X
4	Establish design guidelines and a Design Review Committee to improve the appearance of commercial and industrial districts.			x		x			

Expand water quality monitoring program to include monitoring of Great Ponds and other water bodies.	X				
Improve capacity to track and report land use change, the status of protected and unprotected open space, land management, improvements to Westford's municipal property inventory, and the condition of municipal and school facilities.	X	X		X	
Establish a Department of Public Works that reports to the Town Manager. The Department of 7 Public Works should include, but need not be limited to, engineering, highway, buildings and grounds maintenance, fleet				X	

	maintenance,						
	parkland and						
	cemetery						
	maintenance, solid						
	waste and recycling,						
	sewerage collection,						
	and water.						
	Establish a Capital						
	Planning					X	
	Committee.						
	Establish a formal						
	process for roadway						
	and traffic-related						
	design review that						
	would require sign-						
	off by the Town						
	Engineer and the						
9	Highway, Police				X		
	and Fire						
	Departments. This						
	should be integrated						
	into the Planning						
	Board's procedures						
	for site plan review						
	and special permits.						
	Expand the						
10	Westford Historical	v	•				
10	Commission's role	X	X				
	in town planning.						
	Adopt a policy that						
	requires traffic		X		X		X
	monitoring of						

	developments after					
	opening.					
12	Evaluate the needs, options, and feasibility of renovating and expanding the J.V. Fletcher Library.	x			X	
13	Institute energy audits and monitoring energy and water use in municipal and school buildings.				X	
14	Complete a comprehensive cultural resource inventory.	X				
15	Train staff in accessioning, storing, and preserving of permanent historical records.	X				
16	Identify an appropriate location and construct Archives Center.	X			X	
17	Support the cultural goals, objectives, and annual action plans of the J. V.	X			X	

Fletcher Library Long-Range Plan.					
Adopt design criteria relating to roadway improvements and alterations; 18 coordinate procedures between the Highway Departmen, Board of Selectment and the Planning Board.	x	x		X	
Designate and publicize a point-of-19 contact for business development at Town Hall.			x		
Encourage commercial investment along Routes 110 and 40.			x		
Work with NMCOG to streamline the local permitting process.			X		
Establish and conduct periodic 22 reviews of Westford's Special Act Charter.					X

			I	1 1				
23	Invest in sidewalk improvements within the villages and connecting the villages to adjacent neighborhoods.				X			
24	Make the demolition delay bylaw more effective.		X					
	Allow vertical and horizontal mixeduse development in the CH District.			X	X	X		
26	Establish a Rural Residential District.	X		X				
27	Improve coordination and communication between town boards and officials with development review responsibilities.			x		x		
28	Adopt landscaping techniques to protect natural resources.	X		X				
20	Explore new zoning to protect important parcels such as a Transfer of	X		X				

Development bylaw, with designated seand receiving	ending				
Reorganize, a simplify and the Flexible Development bylaw, integral 30 OSRD bylaw Flexible Development clarify and in upon existing definitions.	apdate, clarify tate the within x t; nprove	x			
Review zoning encourage grareas where easinfrastructure support it rather than develop existing open.	owth in existing e can x	x			
Encourage development villages or m use overlays promote pederather than vehicular, accessibility services and resources.	ixed- to estrian, x	X		x	

	Establish policies					
	for tree protection,					
	tree maintenance,					
0.0	tree replacement on					
	town owned land	X				
	and new subdivision					
	and site plan					
	proposals. Review					
_	local regulations.					
	Review Water					
	Resource Protection					
	Overlay District, amend to include					
	more specific	X				
	performance					
	standards.					
	Provide incentives					
	for developers to					
	contribute to the	X	X			
	town's open space	-=				
	goals.					
_	Increase					
	conservation staff to					
	oversee growing					
	inventory of town-					
	owned and town-	X			X	
	maintained (e.g.,					
	conservation					
	restriction trails)					
_	conservation land.					
	Clarify and					
	strengthen	X	X			
	conservation-related					

Г	I			1		I	
	bylaws under the						
	purview of the						
	Conservation						
	Commission.						
	Continue to						
	implement National						
	Pollution Discharge						
	Elimination System						
	(NPDES) Phase II	X	x				
30	requirements and	A	, A				
	DEP Stormwater						
	Management						
	Policy.						
	Adopt a policy to						
	provide on-road						
	bicycle						
	accommodation on						
30	the major					X	
	unoroughtares by					A	
	increasing shoulder						
	widths when						
	roadways are						
	reconstructed.						
	Adopt the						
40	Massachusetts Safe						
40	Routes to Schools					X	
	Program.						
	Identify deficiencies					1	
	and improve the						
4.4	geometry, roadway						
41	width and pavement					X	
	surfaces of main						
	travel corridors in						
	· · · · · - · · · · · · · · · · · · ·				1	I	

Westford in order to				
reduce traffic				
through residential				
neighborhoods.				
Provide emergency				
vehicle detection at				
42 all existing and			X	
proposed traffic				
signals in Westford.				
Support public				
transportation by				
extending the				
existing LRTA				
fixed route bus				
service from				
Chelmsford into				
Westford on Route				
$ ^{43}$ 110., and			X	
investigate the				
feasibility of				
extending bus				
service to other				
areas if supported				
by density and				
ridership.				
Update and				
implement the				
Route 110 Master				
Plan and use it as a			x	
framework for			A	
regulating all				
development within				
the corridor.				

45	Require department heads to prioritize services as critical, mandated, or traditional.					X	
46	Study the prospect of regionalizing service delivery in partnership with other communities.					X	
47	sensitive to development, e.g. water supply, habitat preservation.	x	x				
48	Maintain five-year updates of Westford's Affordable Housing Plan so that it continues to qualify for approval under the Housing Production Plan program.			X			
49	Designate a specific area within the Industrial Highway District as a Chapter 43D Priority		X		X		

	D 1 (C)		I					
	Development Site,							
	access planning							
	funds through the							
	Interagency							
	Permitting Board.							
	Implement the							
	sidewalks							
50	recommendations							
50	contained in the					X		
	Route 110 Master							
	Plan.							
	Prioritize sidewalk							
	construction based							
	on a set of criteria							
	that reflect the							
51	importance of an					X		
	area to the overall							
	town's pedestrian							
	network.							
	Provide pedestrian							
	connections							
52	connections between offices and					X		
	retail areas.							
	Attract "green"							
	(environmentally							
53	responsible and	X		x	X			
	emerging) industries							
	and institute design							
	guidelines.							
	Evaluate the							
54	benefits and						X	
	potential drawbacks						A	
	of public-private							

		1	1					
organizational								
relationships and								
determine whether								
they present a								
liability risk for the								
town or if their								
functions should be								
combined.								
Identify and secure								
incentives for								
emerging high-tech							X	
industries.								
Complete scenic								
roads inventory,								
including								
56 descriptions and		X	X			X		
photo								
documentation of								
scenic roads.								
Prepare a								
Development								
Master Plan for the								
Route 40 area based								
on the evaluation of			X		X			
available resources								
and a review of								
current zoning.								
Have an annual all-								
boards meeting for								
all board members								
and not just the								X
chairs to introduce								
new board								
1	1	I	I	I	I	I	I	

							1
	members, review each board's goals and the "state of the town."						
	Seek opportunities to use CPA funds for projects that preserve historic homes and also create permanently affordable housing units.			X			
	Develop formal policy for notifying interested parties when land is being removed from Chapter 61 status	X					
61	Set standards commensurate with state standards on water quality and determine methods to achieve mitigation of problem areas.	X					
62	Establish East Boston Camps advisory committee to the Conservation Commission, composed of town	X				x	

	officials and					
	residents.					
	Monitor the					
	effectiveness of					
	stormwater/low					
	impact development					
63	(LID) bylaw; review	X	X			
	for consistency with	A	A			
	DEP Stormwater					
	Management					
	Handbook and					
	regulations.					
	Add through and					
	turning lanes and					
	the installation of					
	traffic signals at					
	Route 110/Tadmuck					
	Road. Require				X	
	developers to					
	construct some of					
	the improvements					
	as part of traffic					
	mitigation.					
	Develop and implement a					
	Pedestrian and				X	
	Bicycle Circulation				X	
	Plan.					
	Encourage					
	employers to					
	provide subsidies to				X	
	employees to					
	encourage ridership.					

Provide safety and					
operational					
improvements at the					
Route 40					
intersections with					
67 Oak Hill Road, and			X		
provide pedestrian					
and bicycle					
accommodation					
with any proposed					
improvements.					
Review existing					
zoning requirements					
for minimum					
68 parking for possible			X		
reduction in the					
number of required					
parking spaces.					
Evaluate options					
and implement a					
centralized system				x	
for committees and				A	
boards to reserve					
meeting space.					
Provide procedural					
manuals and					
training, as needed,					
70 for all standing				X	X
boards,					
commissions, and					
committees.					
Provide timely,				X	
consistent training					

0 1			I	
for employees,				
boards and				
committees in order				
to increase				
proficiency, assure				
the town's				
compliance with				
state and federal				
laws, and build				
rapport among local				
officials and staff.				
Upgrade traffic				
signage in the town				
72 to conform to			X	
current state and				
federal standards.				
When feasible,				
pursue special				
legislation that				
would allow the				
town to "forgive" or				
reduce property				
taxes for property				
owners who rent		X		
units to low- or				
moderate-income				
families at monthly				
rents that comply				
with DHCD				
requirements.				
Inventory historic				
74 homes and other	X			
buildings that may				

	not lie within					
	current National					
	Register districts.					
	Encourage					
	employers to offer			X		
	flexible work hours.					
	Investigate the	İ				
	feasibility and					
	benefits of					
	establishing a park-					
	and-ride facility in			X		
	Westford near the I-					
	495 ramps or on					
	Route 40 near Route					
	3.					
	Analyze the cost					
	and benefits of grant					
77	funding and, if					
//	feasible, pursue a				X	
	regional Grants					
	Manager position.					
	Consolidate					
	municipal and					
	school					
	administrative					
	functions in one					
79	location, providing				•	•
/0	employees with				X	X
	sufficient space,					
	equipment and					
	training to					
	efficiently perform					
	work					

	responsibilities while reducing				
	overhead costs in				
	utilities,				
	infrastructure and				
	maintenance.				
	Consolidate				
	municipal building				
	maintenance under DPW if it can be				
	shown that costs			X	
	and other benefits				
	exist.				
	Establish a policy				
	for evaluating				
	whether the town				
	should accept			X	
	private ways that				
	are used as public				
	roads.				
	Evaluate all				
	opportunities for consolidating				
	cultural and				
- X I	recreational			X	
	services under a				
	single town				
	department.				
	Hold bi-annual				
	town board and				
82	committee meetings			X	
	to review the state				
	of the town, goals of				

	1-11/						
	each board and/or						
	committee and						
	introduce new						
	members.						
	Implement the						
	recommendations of						
	the Fire Services					X	
	Organizational						
	Analysis (2007).						
	Investigate						
	having general						
	government offices						
	onen one night ner						
0.4	week to						
84	accommodate					X	
	residents who work						
	out of town during						
	normal business						
	hours.						
	Establish a process						
	for identifying						
	surplus municipal						
	property and						
	implement a		X			X	X
	decommissioning						
	and reuse plan for						
	old or abandoned						
	town facilities.						
	Work with				1		
	neighborhood						
86	groups to encourage	X					
	pride in ownership						
	pride in ownership				1		

of historical property.					
Consider collaborating with one or more neighboring towns to establish regional preservation planning capacity, including the possibility of shared staff.	x			X	
Consider hiring a part-time preservation-planner 88 who could also serve as staff for the Westford Historical Commission.	x			x	
Create incentives for maintenance 89 and/or improvements to historical structures.	x	X			
Examine potential reuse of the granite quarries along Route 40.			X		
Westford should review the status, 91 need and charge of all appointed committees,					X

including those with				
ongoing				
responsibilities.				
Committees that				
have completed				
their charge should				
be				
discharged. Other				
committees may be				
reorganized or				
merged.				
Where feasible,				
implement the				
recommendations of				
92 board- and				x
committee-				
commissioned				
studies.				
Consider				
Neighborhood				
Conservation 93				
Districts in		K		
Westford's				
villages.				
Provide a				
streamlined				
comprehensive				
permit review				
94 process for		K		
developers				
proposing more				
than the minimum				
required number of				
	 	1	1	

	affordable units in				
	areas identified by				
	the town as				
	appropriate for				
	higher-density				
	housing.				
	Provide more ways				
	to develop both				
	affordable units and				
	market-rate units		X		
	that meet the needs				
	of a variety of				
	households.				
	Remove the existing				
	affordable housing				
	requirement from				
	the Flexible				
96	Development bylaw		X		
	and establish a new				
	inclusionary zoning				
	bylaw.				
	-				
	Seek opportunities to create small				
	pocket parks in				
	neighborhoods		X		
	inadequately served				
	by open space or				
	recreation areas.				
	Support direct				
	sponsorship of				
	affordable housing		X		
	construction where				
	appropriate, and				

						1	I	
	partner with the							
	Department of							
	Housing and							
	Community							
	Development							
	(DHCD) where							
	feasible for							
	assistance with such							
	initiatives.							
	Allow upper-story							
99	dwelling units in the		X					
	B and BL Districts.							
	Reduce the							
	minimum lot area							
	and minimum							
100	frontage in the B							
100	District in order to		X					
	reduce the number							
	of non-conforming							
	lots and structures.							
	Identify existing							
	town-owned parcels							
101	that may be suitable							
101	for development as	X	X					
	small pocket or							
	neighborhood parks.							
	Prepare site-specific			İ				
	management plans							
100	for town-owned							
102	conservation lands,	X						
	including town							
	forest land.							
	I		<u> </u>	1	I.	I.	1	

	Continually reassess Westford's priorities for acquiring or otherwise protecting additional conservation land.	x	x			
	Adopt a policy to enforce and monitor the implementation of TDM measures to effectively reduce peak hour trips on the affected roadways.				X	
105	Consult with Town Counsel about options to integrate a review of potential roadway and storm water drainage impacts within the endorsement process for ANR lots.				X	
106	Encourage use of private shuttle bus services by employers				x	
107	Enhance and publicize the town's existing pedestrian trail network;				X	

			1	1	1		
	provide signage						
	along the trails.						
	Establish Traffic						
100	Management Associations						
108	Associations					X	
	(TMAs).						
	Form a permanent						
	sidewalk committee						
	to develop and						
109	implement an					X	
	updated sidewalk						
	plan.						
	Provide directional						
	and informational						
	signs to improve					X	
	circulation in						
	Westford Center.						
	Study and						
	implement						
111	improvements at Plain Road and						
111	Plain Road and					X	
	Depot Street						
	intersection.						
	Continue						
	investigating						
	available state						
	matching grant						
112	programs for	X					
	historic preservation						
	from the MHC as						
	well as local CPA						
	funds.						
	lulius.						

	Continue and expand multidisciplinary						
113	public health programs, including public education programs in environmental protection, environmental quality, and public	X				X	
	health.						
114	Implement the Budget Development Policies recommended by the Long-Range Fiscal Policy Committee.					X	
115	Continue existing policy requiring construction of sidewalks in new subdivisions.				X		
110	Integrate the Parks and Recreation Master Plan, the School Department's Five- Year Capital Plan, the Fire Services Organizational					x	

		 		I		
Analysis, the Land	1					
Use Priorities						
Report, the						
Permanent Buildi						
Committee Repor						
on Town Facilitie	8,					
the J.V. Fletcher						
Library Long-Ran	ge					
Plan, and other						
appropriate report	S.					
Continue to						
evaluate the						
adequacy of fees						
charged for						
municipal service	3					
and, where					₹7	
appropriate, base					X	
fees on a full cost						
recovery analysis.						
In addition, devel						
a policy to guide t	ee					
waiver decisions.						
Continue to work						
toward meeting th	e					
118 10% affordable		X	X			
housing or 1.5%						
land area minimu	n.					
Continue to						
implement the						
Town's Pre-Disas	ter					
Mitigation Plan					X	
through public						
education,						

	prevention, and				
	* '				
	regulatory				
	measures.				
	Continue to train,				
	certify and prepare				
	town departments to				
	respond to				
120	emergencies, and			X	
120	ailliually			21	
	review/update				
	Westford's				
	Emergency				
	Response Plan.				
	Continue to upgrade				
	and enhance the				
	town's technology				
121	resources and			X	
121	provide sufficient			Α	
	staff training to				
	make the best use of				
	those resources.				
	Demonstrate that all				
	town departments				
	are Incident				
	Command System				
122	2(ICS) and National			X	
	Incident				
	Management				
	System (NIMS)				
	compliant.				
100	Explore cost-saving	Ì			
123	and revenue			X	

			1			1
	enhancement opportunities.					
	Periodically					
124	evaluate the town's				X	
121	iand and building				A	
	needs.					
	Seek ways to					
	operate as					
	efficiently as					
	possible through					
125	consolidations,				X	
	economies of scale,					
	and timely					
	investments in					
	technology.					
	The current policy					
	regarding					
	appointment of					
	citizens to					
	committees should					
126	be reviewed with					X
	the intention of					24
	increase					
	participation by a					
	wider representation					
	of residents.					
	or residents.					